

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR FACULTY SENATE
MEETING HELD ON JANUARY 14, 2011
IN THE STATE ROOM

Present: President Knapp and Registrar Amundson; Deans Barratt, Dolling, and Feuer; Professors Barnhill, Biles, Castleberry, Cordes, Corry, Costanza, Dickson, Galston, Garcia, Garris, Harrington, Helgert, Hotez, Johnson, Klaren, Ku, Lipscomb, McAleavey, Pagel, Parsons, Rehman, Shesser, Simon, Wilmarth, Wirtz, and Yezer

Absent: Provost Lerman and Parliamentarian Charnovitz; Deans Brown, Burke, Goldman, and Guthrie; Interim Deans Akman and Maggs; Professors Boyce and Kessmann

CALL TO ORDER

The meeting was called to order by President Knapp at 2:15 p.m. President Knapp advised the Senate that Parliamentarian Charnovitz was absent due to a professional commitment. At his request, Professor Susan Karamanian, Associate Dean for International and Comparative Legal Studies, agreed to serve as Acting Parliamentarian for the meeting.

APPROVAL OF THE MINUTES

The minutes of the meeting of December 10, 2010 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT ON THE GRADUATE SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT

Dean Michael J. Feuer presented the Report in Powerpoint format. (The Report is enclosed.)

Dean Feuer thanked the Senate for the opportunity to report on the School. He related that he came to GW in September, 2010, following seventeen years at the National Academy of Sciences. Before joining the Academy to work on a newly-established board on psychological and educational testing, he served on the staff of the now defunct Office of Technology Assessment. At the National Academy, he served as Executive Director of one of the six divisions of the national Research Council, dealing with issues in the behavioral and social sciences, and education.

Dean Feuer said he was most appreciative of the warm welcome he received upon arriving at the University. He said his Report would outline several of the programs in the Graduate School of Education and Human Development, summarize some of the School's

recent accomplishments, furnish statistical information about the School, and lay out his thoughts on a few of the main challenges facing the School.

Dean Feuer related that shortly before he arrived, the School had completed a reorganization in which the School's three departments were expanded to five. Each of the five departments -- Counseling and Human Development, Curriculum and Pedagogy, Educational Leadership, Human and Organizational Learning, Special Education and Disability Studies, are functioning quite well now. Dean Feuer said that this configuration and definition of GSEHD's Departments reflect a modern view of the current context of education and education research today. Education is really about human capital development and the future of teaching and learning from pre-kindergarten through post-graduate levels. That is partly reflected in the way in which these Departments visualize their role, the kinds of students they are working with, and the curricula the GSEHD offers. Dean Feuer noted that the School is in the process of thinking about streamlining its constitution and bylaws generally, particular with respect to issues of faculty appointment, promotion and tenure criteria. Dean Feuer said the School was very fortunate to have the voluntary assistance of the Senate Parliamentarian, Steve Charnovitz, in the early drafting process.

GSEHD offers programs both on and off-campus. Dean Feuer said he had for the first time that morning visited the Loudoun campus and had a wonderful visit with the varied group of GSEHD faculty who teach there. Programs are also offered in Alexandria, Arlington, Hampton Roads, Singapore and Hong Kong. The School currently offers a wide range of degrees and certificates which are detailed in the Report. There are currently 1,500 students enrolled, of whom 175 will graduate in May, 2011. GSEHD is one of the two GW Schools that is consistently ranked, and has remained in the top 35 of comparable schools for some time. It is accredited by the National Council for the Accreditation of Teacher Education (NCATE), the Council for Accreditation of Counseling and Related Educational Programs (CACREP), the Council for Rehabilitation Education (CORE), and the Board of Education of the District of Columbia.

In terms of the School's compliance with *Faculty Code* requirements concerning the number of full-time regular, active-status faculty members, 47 of 76 are tenured or tenure-track. This percentage means the School does not meet the *Code* requirement that 75% of regular, active-status faculty be tenured or on the tenure track. While it is expected that by Fall, 2011, 65% of faculty will be tenured or on the tenure track, Dean Feuer said this issue is one that he will make one of his highest priorities in planning future recruitment, since the School's efforts to meet its goal to become a world-class research and teaching School of Education and Human Development makes it necessary that active efforts be made to fix this ratio in the direction of tenured and tenure-line positions. Several searches are now underway in the School, and Dean Feuer said that as soon as he receives authorization for a few of these new lines to be classified as tenure-track positions, he expected that various very distinguished colleagues in the field would be happy to contact him to recommend their best graduates to be considered for positions at GW.

Dean Feuer reported that the School has recently come into possession of archival and historical materials that will provide unique research opportunities. The first is a large share of the correspondence, files, papers, presentations, books and speeches of one of the nation's most distinguished educators and lawyers, Bill Taylor, who unfortunately passed

away this past summer. Dean Feuer said that Taylor had been a dear friend, and that he had met with the family who agreed to provide these materials to the School so that a research base for people interested in the future of the diversity agenda, civil rights, and education would have access for scholarship and teaching. The School also succeeded in gaining access to the full historical archives of the National Education Association, which is a trove of information about the history of the labor movement as it related to education.

In terms of federal and local education policy contexts, GSEHD is getting closer and more connected to the Department of Education, the National Science Foundation, and state and local education agendas. The School aspires to take a more visible and vocal role in national education policy debates. These are not fading; they are getting more complicated, and Dean Feuer said he thought GSEHD is in a good position to contribute special knowledge and expertise on a wide range of issues, particularly with respect to the standards movement in secondary education, the growth of interest in cross-national comparisons, and education reform. While in his former position, Dean Feuer said he had persuaded the District of Columbia to mount an independent evaluation of the D.C. Schools through the Academy, and that report should be available within the next month. There is very substantial interest in this study, and GSEHD hopes to play a central role in the next phase of this initiative.

Dean Feuer reported that the School made a formal announcement the day before, that, in cooperation with the private organization, K12, the GWU Online High School (GWUOHS) was launched in Loudoun County. He said that despite inherent risks and uncertainties connected to the venture, he thought it would be part of the growing move to enable young people to receive their high school educations through other than traditional brick and mortar schools. This will also provide GSEHD with a chance to provide intellectual and substantive oversight to the curriculum and pedagogy associated with the initiative and also to plan and carry out important research.

Dean Feuer's Report outlines a number of the School's partnerships with schools and school systems in and around the area. One example is the School Without Walls next door to GSEHD on G Street; juniors and seniors at "Walls" can take classes at GW and also complete an Associates degree on their way to applying for admission to a four-year institution. Teachers and students are also working in Anacostia and in Prince George's and Montgomery counties as well as in other locations. These kinds of on-the-ground experiences are very much part of what the School visualizes as the future of education and research, as well as practice.

The School also collaborates internally with other units of the University. Some new work is contemplated with Columbian College in the area of Education in the Arts. While this project is in the early planning stages, the School is very fortunate to have one of the Trustees of the University who is a very distinguished and superb actor, Kerry Washington, take an interest in this and work closely with the planners. Other partnerships include faculty working on Special Education and brain science in cooperation with faculty members in the Medical School, Biology department, and other science units. GSEHD is part of the University-wide initiative on autism, with a grant application pending in the multi-million dollar range. Dean Feuer said he was also looking forward to new collaborations with colleagues in the Business School on issues related to education, human capital, technological development, and the international scene.

GSEHD has established a Venture Fund to make it possible for faculty, particularly younger faculty, who are burdened with a pretty significant teaching load, to obtain resources to develop new research initiatives. The Fund is not large, but the thought is that given a creative approach, small amounts of funding can go a long way.

Dean Feuer's report includes a graph with data about GSEHD's external funding from sponsored research. The funding baseline moved up between 1995 and 2008 and then regressed slightly. Despite this, the long-term trend is moving in the right direction and the School has plans for seeking funding from major foundations as well as the federal government.

A challenge facing the School is the issue of enrollments which are dropping in some areas for reasons that are not clear. The School is examining demand factors, marketing, economic trends and its competitive position to refine and fine-tune its enrollment strategy and projections.

In conclusion, Dean Feuer observed that the School's facilities on G Street are cramped and in need of improvement. He thanked the Faculty Senate for adopting a Resolution several years ago indicating that the physical plant of GSEHD should be high on the list of planned enhancements, and promised to make himself available for discussions on this issue.

Professor Parsons asked Dean Feuer about outstanding activities in the School that it might build on, and which programs were working really well. Dean Feuer said he had some reservations about singling out particular programs, but he thought that GSEHD's Special Education program, in particular how it is connecting with the new "brain science," stands to be one of the truly signature activities of the School. There is some superb work going on in this area, and has been for some time. It is an example of research that has significant policy implications: one of the great virtues of the American educational system is that the U.S. has made a significant commitment to educate people with a wide range of disabilities and disadvantages, whether these are behavioral, emotional, biochemical or arise from other causes. However, this commitment comes at a high price.

A second area in which superb work is being done is that of international education. GSEHD's faculty are publishing in the top journals and are getting wide recognition for their contributions. Comparing educational systems is hard work and requires a certain kind of willingness to examine other parts of society to the extent that school systems are a reflection of it.

Thirdly, Dean Feuer said that GSEHD's counseling program is already considered one of the best in the country and in his view, its work is of direct relevance to present-day problems, for example, to the recent tragic events in Tucson, Arizona where an apparently deeply disturbed young man killed and injured several people. The idea that this might have been prevented by more effective screening and rehabilitation is something in which the counseling program has considerable expertise. In addition, the program in forensic rehabilitation is both cross-cutting and cross-disciplinary.

Professor Barnhill said he was fascinated by the idea of the Online High School as it seemed to be one that might have real revenue-generating potential moving forward. He asked if it was a substitute for the General Education Diploma (GED), and Dean Feuer said it was not. Professor Barnhill also asked if it was multi-lingual, and since it was online if the program was or potentially could be offered in multiple countries. Dean Feuer responded that the original sense was that the primary market would be serving international students, although it would be oriented primarily to students whether they are here or in other countries and are most likely to be among the higher-achieving, college-going, top-performing students. The program is also suitable for elite athletes who spend so much of their time in practice and athletic competitions. Although the program will offer a lot of interactivity, Online High School students must be capable of sustained, fairly independent work. The Online High School is actually viewed as pretty high-end electronic prep school. The organization with which GW is partnering already has online programs in 24-29 states. In most of those places, it is viewed as part of the public system, sort of an alternative to charter schools. GW's Online High School will be a bit different, as it is viewed as a private school. This venture exemplifies one of the great virtues of the American education system -- its propensity for innovation and creative experimentation, conducted under appropriate oversight. With its online high school partner, GSEHD will develop new research initiatives in connection with this program, as well as ensuring that independent evaluation is in place.

Professor Hotez said he had heard no mention of medical education during the report, and encouraged Dean Feuer to get in touch with the new medical educator on campus, Professor Alex Stagnaro-Green, to look at collaborative opportunities in this area. Dean Feuer said he was happy to report that he had met with him two days ago to begin a dialogue and conversation about what Education can learn from the world of Medicine and vice versa. This is but a first step in what promises to be the beginning of a productive and innovative relationship.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION TO SENATE STANDING COMMITTEES

Professor Castleberry moved the nomination of Professor Arthur E. Wilmarth, Jr., as Chair of the Professional Ethics and Academic Freedom Committee for the spring semester, 2011. The nomination was approved.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report of the Executive Committee, which is enclosed.

III. INTERIM REPORTS OF SENATE STANDING COMMITTEES

Interim Reports were received from Committee on Admissions Policy, Student Financial Aid, and Enrollment Management and the Committee on Research. The Reports are enclosed.

IV. CHAIR'S REMARKS

President Knapp noted that the past Tuesday, the University announced the appointment of Dr. Ferid Murad to the faculty of the School of Medicine and Health Sciences. He was introduced to faculty, students, and staff at an event held in the Jack Morton Auditorium. For those who missed the announcement, he will be joining the faculty in April. He is a Nobel Laureate and a prominent researcher in the medical sciences who also has a strong commitment to teaching, about which he spoke rather eloquently when he was introduced. The work for which he was awarded the Nobel Prize had to do with the role of nitric oxide as a signaling molecule in the cardiovascular system, but his other research interests range well beyond that. Dr. Murad mentioned three fields he wants to focus on in the future; these include glioblastoma, neural stem cells and international work on global infectious diseases. The latter raises some interesting possibilities of intersections between his work and that of other faculty members interested in global health at GW.

President Knapp also noted that a Town Hall meeting organized by the Council on Diversity and Inclusion was held the previous Wednesday in the Grand Ballroom of the Marvin Center. The purpose of the event, which was well attended, was to give people an opportunity to ask questions or to raise issues they thought should be reflected in the recommendations of the Council which is developing a report over the course of this academic year. Among other things, the Council on Diversity and Inclusion is to have an advisory role in relation to the new Vice Provost for Diversity and Inclusion, a position for which there is a national search currently underway. The Town Hall is part of an interim process in which over time the University hopes to develop a sense of best practices at other institutions and identify best practices at GW which can be shared more broadly in the University community. Ultimately the aim is to make GW the best place to work in the District of Columbia for its faculty and staff and to ensure that it reflects the diversity of the nation as it shifts rather dramatically in the coming decades.

President Knapp also reported that a breakfast was held the day before in the Marvin Center Ballroom to honor GW alumnus Vincent Gray, the sixth Mayor of the District of Columbia. The event attracted a capacity crowd which included members of the University community as well as people from the D.C. Metro area. President Knapp said that Mayor Gray spoke eloquently about his experience as a GW student. He was born in Northeast Washington, attended public schools, and came to GW in 1959, at a time of still very extreme segregation, to the extent that no African Americans were allowed on the varsity basketball team. They were also not permitted to join fraternities. Nevertheless, Mayor Gray persisted in his effort to join a fraternity, was accepted by the largely Jewish Tau Epsilon Phi Chapter, and later became its President. In response to the exclusion of African Americans from eligibility to play on the varsity basketball team, Mayor Gray and some of his African American and Jewish friends formed an intramural basketball league which played their games in the Tin Tabernacle on the University Yard. By all accounts, it was actually a better team than the varsity team at the time. Another basketball-related event occurred last week at the GW game against La Salle when another alumnus and local radio personality, Mark Plotkin, arranged an opportunity for a reunion of Mayor Gray and several of his former intramural basketball teammates, which Mayor Gray characterized as the most memorable event of his life. At his inauguration as Mayor, nearly 20 of his fraternity brothers were in attendance and they were introduced. During his inaugural speech, Mayor Gray spoke about the importance of the University and his awareness of its growing

academic distinction in the decades since he left. His speech reflected a keen sense of GW's development over the years, as well as its civic engagement with the surrounding D.C. community.

President Knapp concluded his remarks by saying that the following Monday, he and a number of members of the University community would participate in a day of service on the holiday honoring Dr. Martin Luther King, Jr. The day's activities will include painting, refurbishing, and cleaning Ballou Senior High School in Ward 8.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Simon commented on the issue of selecting primary care providers under the new UHC Health Plans. As many know, most general internists in Washington D.C. do not accept any insurance. Callers to the Medical Faculty Associates (MFA) requesting a primary care doctor will find that these physicians are not accepting new patients. However, if any member of the GW faculty or staff wishes to select a MFA physician as a primary care provider, this can be done by calling 202-741-2222. Identify yourself as a GW faculty or staff member and the call center should arrange an appointment with a primary care physician. While every effort will be made to provide care in a timely manner, routine physical examinations may have to wait for a month or two. If anyone has a problem, Professor Simon said he could be contacted by e-mail at Gsimon@mfa.gwu.edu.

Professor Yezer asked about a recent *Hatchet* article which mentioned the possibility that GW's enrollment cap might be increased. President Knapp responded that this rumor actually grew out of his attendance at a jobs summit he and other local University Presidents attended with local business leaders just before Mayor Gray's inauguration. The purpose of the summit was to discuss the significant unemployment rate – 50% – in Washington D.C. President Knapp said he was asked if the University has a cap on the number of employees, and he confirmed that there was. This is separate from the cap on student enrollment. GW is well below the cap on employees, in contrast to the enrollment cap, where it is almost at the maximum. The question about the cap on employees raises the interesting issue of why neighborhoods are so restrictive about the plans of universities when everyone is interested in encouraging economic growth in the City. A former GW colleague, Steven Fuller, is presently conducting an economic impact study for the Consortium of Universities which will detail the net effect of educational institutions on the City's economy. While GW has no plans to change its 20-year plan and has not advocated or requested any alteration of it, President Knapp said he thought that if there was ever a question about whether GW or other D.C. universities should grow beyond their current boundaries and limits and become larger institutions as part of an overall plan for the economic development of the City, this would be worth taking a look at.

ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 3:21 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

THE GEORGE WASHINGTON UNIVERSITY
GRADUATE SCHOOL OF EDUCATION
AND HUMAN DEVELOPMENT

GSEHD Highlights

Faculty Senate
January 14, 2011

Michael J. Feuer
Dean



GSEHD



Today

- Program highlights
- Recent accomplishments
- Statistics
- Trends and Challenges

Organization

Five Academic Departments

- Counseling and Human Development
- Curriculum and Pedagogy
- Educational Leadership
- Human and Organizational Learning
- Special Education and Disability Studies

Locations

Foggy Bottom
Alexandria
Arlington
Loudon
Hampton Roads
Singapore
Hong Kong

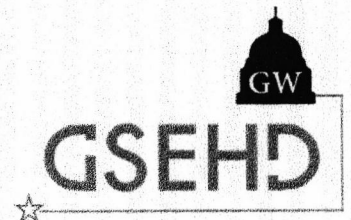
Degrees

- M.A.
- Master of Education (M.Ed.)
- Master of Arts in Teaching (M.A.T.)
- Education Specialist (Ed.S.)
- Doctor of Education (Ed.D.)
- PhD (in counseling, via CCAS)
- Certificates

Rankings

U.S. News & World Report

- In the **top 35** graduate schools of education since 1995
- Currently **31st** of 270+ grad schools nationwide
- One of two GW schools consistently ranked
- **12th** among private graduate schools of education
- **10th** in funded research among private graduate schools of education



Enrollment and completions

Fall 2010 enrolled

- **484** Doctoral
 - **869** Masters
 - **194** Certificate
- 1,547** Total

May 2010 completed

- **77** Doctoral
 - **527** Masters
 - **111** Post-Masters
- 715** total

Accreditation

- National Council for the Accreditation of Teacher Education (NCATE)
- Council for Accreditation of Counseling and Related Educational Programs (CACREP)
- Council for Rehabilitation Education (CORE)
- State Education Agency-Board of Education of the District of Columbia

Fulltime faculty

Fall 2010, total	76
Tenure/Tenure Accruing	47 (62%)
Contract	29

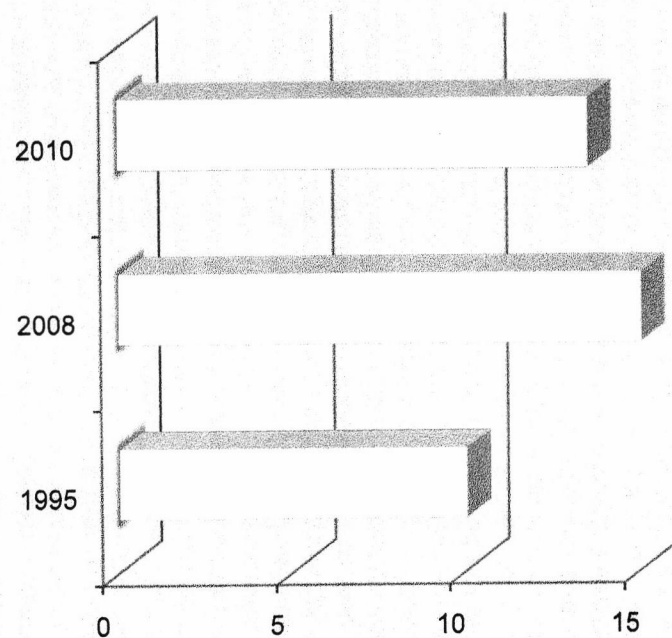
Fall 2011, projected	80
Tenure/Tenure Accruing	52 (65%)
Contract	28

Recent accomplishments/activities

- Restructuring
- Governance
- Archives
- Federal and local policy context
- Career Services
- External partnerships
 - GWUOHS
 - Other
- Internal collaborations
- Venture fund
- Recruitment

Sponsored research

Expenditures



Source: OVPR Quarterly Report

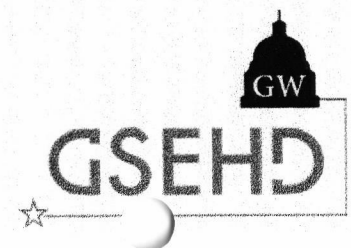
Challenges

- Enrollments
- Policy zeitgeist: w[h]ither schools of education?
- Our home is no castle...

Thank you

To reach me:

mjfeuer@gwu.edu
4-6161



Interim Report of the Committee on Admissions Policy, Enrollment Management and Student Financial Aid

Jorge Garcia, Chair

The Committee met twice last year, to review undergraduate and graduate figures on admission, enrollment and financial aid. The Committee will meet again this semester to obtain a fresh look at these figures and identify trends.

So far admission and enrollment figures have remained healthy and in some cases they reflect all time highs, like undergraduate applications and admission scores. Some of the problems we have identified include the need to diversify the student body, particularly at the undergraduate level, increase the presence of international students (although there has been a substantial increase of Asian students the overall number is still low), and the need to offer financial aid in the form of merit scholarships since too much of the financial aid to students rely on loans. At the doctoral level, the lack of funding for doctoral students is alarming since we have to compete with universities that generally offer full doctoral scholarships. The argument for lack of doctoral funding has been that these programs do not generate enough profit margin, but institutional data do not necessarily confirm that claim. More information is needed to be able to reverse this trend but the Committee strongly recommends a hike in full doctoral scholarships funded by the University. All these issues need to be addressed further.

January 14, 2011

Faculty Senate Committee on Research
Interim Report, December 10, 2010
Peter Hotez, Chair

- 1. The Committee on Research (COR) met on December 9th, 2010. Agenda items included the Resolution on Open Access for Scholarly Articles, an update on plans regarding the SEC building, and the Clinical and Translational Science Award (CTSA) which was awarded to Children's National Medical Center (CNMC) and GW and has resulted in the formation of the Clinical and Translational Science Institute.**
- 2. COR has appointed two representatives to serve on the Advisory Council on Research (ACR) - Monica Ruiz and Bill Briscoe. ACR representatives have not been chosen for COR.**
- 3. COR will have a meeting with Scott Pagel to clarify some points of concern regarding the Resolution on Open Access for Scholarly Articles. This meeting is scheduled for February 1st, 2011.**

REPORT OF THE EXECUTIVE COMMITTEE

Michael S. Castleberry, Chair

14 January 2011

1. The Executive Committee has appointed the following faculty members to the Trachtenberg Prize Selection Committees:

Teaching:	Professor Hermann Helgert
Faculty Scholarship:	Professor Robert J. Harrington
Service	Professor Diana E. Johnson

2. The Executive Committee has appointed Professors Murli Gupta, Brian Biles, and Philip Wirtz to the newly re-established University Benefits Committee. The initial meeting of the Committee was held in December and Professor Wirtz and I represented the group. The Executive Committee has requested that the Committee include in its charge that any proposed changes to benefits packages, health or otherwise, affecting members of the faculty, be reviewed by the Committee and discussed with the Faculty Senate or its Committees before any action can take place. The re-instatement of the Committee and this request come from the change in health care providers that was somehow accomplished without faculty knowledge or input until it was made official.

3. On that same matter, the Executive Committee has received evidence some faculty are having difficulty locating health care providers under UHC and/or getting coverage with their existing providers for the time period promised by the administration last August. We have met with Director of Human Resources and we are encouraging them to establish a helpline or hotline to advise faculty in this regard.

4. The Executive Committee has had referred to it several questions regarding 'hybrid courses', e.g. courses for different credit hours, courses that combine classroom and distance learning, and courses that are virtual in nature. We will continue to gather information in this area and will be forwarding our findings to the Educational Policy Committee for their review and recommendations.

5. The Executive Committee and the Chair of the Appointment, Salary and Promotion Policies Committee have been in discussion with the Provost and Dean Johnson of the School of Nursing (SON) regarding procedures for the School to utilize for APT matters until it has the requisite number of tenured faculty to sit as an APT Committee. These discussions are ongoing and will be reviewed by the ASPP Committee to cover the period during which the SON will not have the required number of tenured faculty to act on APT matters as required by the *Faculty Code*.

6. Even as we sit in mid-winter we look to planning for the next academic year. Senate members should assure that elections for open Senate seats takes place in schools so that a Nominating Committee can be established in late March to determine membership of the 2011-2012 Executive Committee. In addition, Senate Committee service forms are in preparation and will be distributed to faculty members throughout the University early in February. We encourage members of the Senate to enlist, enjoin, recruit, and do everything

you can to encourage members of your faculties to consider committee service. It remains one of the few ways faculty get to know members from other schools, learn of their interests and concerns, and contribute to the faculty's responsibilities for shared governance.

7. **Personnel matters:** there are no grievances pending at this time.

8. **The next meeting of the Executive Committee is scheduled for January 28. Please submit resolutions, reports, and any other matters for consideration prior to that date.**

THE FACULTY SENATE
Washington, D.C.

The Faculty Senate

January 6, 2011

The Faculty Senate will meet on Friday, January 14, 2011 at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor,

AGENDA

1. Call to order
2. Approval of the minutes of the meeting of December 10, 2010 (to be distributed)
3. Introduction of Resolutions
4. Report on the Graduate School of Education and Human Development:
Dean Michael J. Feuer
5. General Business
 - a. Nomination for election to Senate Standing Committees:
Professional Ethics and Academic Freedom Committee:
Arthur E. Wilmarth, Jr., as Chair for the Spring semester 2011
 - b. Report of the Executive Committee: Michael S. Castleberry, Chair
 - c. Interim Reports of Senate Standing Committees
 - d. Chair's Remarks
6. Brief Statements (and Questions)
7. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

